

# MANAGER REVIEW SYSTEM

<b>MANAGERIAL EMPLOYEE NAME</b> (Last, First, MI)	<b>REVIEW PERIOD</b>  From: _____ To: _____ No. of Feedback Sessions: _____
<b>SOCIAL SECURITY NUMBER/EMPLOYEE ID</b>	
<b>AGENCY NAME AND NUMBER</b>	<b>REVIEW TYPE</b>  " Probationary " Recommend permanent status " Extend probationary status " Not recommended for permanent status  " Annual " Special
<b>CLASS TITLE AND CODE</b>	
<b>POSITION NUMBER</b>	
<b>MANAGERIAL EMPLOYEE SIGNATURE / DATE</b>	
<b>SUPERVISOR SIGNATURE / DATE</b>	<b>OVERALL RATING</b>  " Exceptional " Satisfactory " Unsatisfactory
<b>REVIEWER SIGNATURE / DATE</b>	

## REVIEW SYSTEM INSTRUCTIONS

### PURPOSE

The Manager Review System is a process to review the effectiveness of managerial employees and ensure their performance is consistent with basic management principles and practices identified in the performance feedback components of the Manager Review System. The review system has been designed to be an interactive and ongoing communication process between supervisors and managerial employees who report to them.

### OVERVIEW

The review system includes two components for reviewing performance: Priority Outcomes Expected and Performance Feedback. These components should be used in conjunction with each other rather than as stand alone documents. For example, when recommending actions on Priority Outcomes Expected, the Performance Feedback component can be used to focus on demonstrated managerial strengths or to identify areas that need improvement. When used in this way, the components facilitate discussion and feedback between the supervisor and the managerial employee and can be used as a performance review and counseling tool.

A review is required at least annually and prior to the end of a probationary period. However, it is recommended that the Manager Review System be used quarterly or as needed to provide feedback to the managerial employee. Supervisors should initial and date the inside back cover of this form at each feedback session.

An Overall Rating must be assigned upon completion of a required review or a special review. Each time a rating is assigned, the completed review form must be signed by the managerial employee, supervisor and reviewer. The original review form must be forwarded to the agency personnel office for filing in the managerial employee's official personnel file. The supervisor and managerial employee should retain a copy of the entire review form.

The managerial employee and supervisor will start a new form at the beginning of the next review period. For Priority Outcomes Expected that continue beyond the end of a review period, the relevant pages may be photocopied and new "Progress Notes, Recommended Action and Results" may be continued on the photocopied page. Alternatively, a new page may be started at the beginning of the new review period using the photocopies for historical reference.

# COMPONENT INSTRUCTIONS

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## PRIORITY OUTCOMES EXPECTED

The Priority Outcomes Expected component focuses on the vital few programs, projects and processes that require special attention during the review period.

At the beginning of each new review period, the supervisor and the managerial employee will negotiate and identify Priority Outcomes that are expected for the upcoming review period. Use as many sheets as needed to identify Priority Outcomes. Additional Priority Outcomes may be added at any time during the review period. An outcome should be written in such a way that both parties understand its meaning and will know whether the outcome has been achieved. Normally, the focus should be on desired results. However, when important, process should also be noted. It may be useful to specify completion dates. While outcomes should be significant and challenging, they should also be realistic.

The supervisor and the managerial employee should negotiate, document, sign and date each Priority Outcome as they are identified. In case of a disagreement, the supervisor's decision will prevail. Priority Outcomes may be revised or updated as necessary during the review period. Any change in Priority Outcomes Expected should be initialed and dated by both parties.

At the end of the review period, or as progress updates are needed, the supervisor and the managerial employee should discuss and assess Priority Outcomes using the Performance Feedback component to guide the discussion. Progress and results on the Priority Outcome should be noted along with any recommended actions negotiated between the supervisor and the managerial employee and should be initialed and dated by both parties.

## PERFORMANCE FEEDBACK

The Performance Feedback component is based on management principles and practices that managerial employees in Kansas state government are expected to follow.

At each feedback session and the annual review conference, the supervisor and the managerial employee should discuss the employee's performance as a manager. This dialogue should be in context with Priority Outcomes Expected and any other assigned duties and responsibilities identified on the managerial employee's position description.

Each aspect of managerial performance is followed by indicators to consider when reviewing the employee's performance as a manager. Additional relevant indicators may be added. Comments by the supervisor and the managerial employee should be noted and dated. Specific examples of strengths and areas needing improvement should be discussed. Feedback that is well thought out and descriptive can help the managerial employee focus on areas in need of development.

The Performance Feedback component includes:

Organizational Perspective  
Communication  
Leadership

Program, Project and Process Management  
Human Resource Management and Development  
Innovation and Change

## OVERALL RATINGS

General guidelines for the three overall ratings are provided to help distinguish among the three levels of performance.

Exceptional managerial employees promote and consistently apply the management principles and practices highlighted on the Performance Feedback sheets. These managerial employees frequently achieve the agreed upon Priority Outcomes Expected and the quality of the outcomes exceeds expectations.

Satisfactory managerial employees understand and apply the management principles and practices highlighted on the Performance Feedback sheets. These managerial employees usually achieve the agreed upon Priority Outcomes Expected and the quality of the outcomes meets expectations.

Unsatisfactory managerial employees do not apply or flagrantly disregard the management principles and practices highlighted on the Performance Feedback sheets. These managerial employees repeatedly do not achieve the agreed upon Priority Outcomes Expected or the quality of the outcomes frequently does not meet expectations.

## PRIORITY OUTCOMES EXPECTED

Supervisor Signature

Date \_\_\_\_\_

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Managerial Employee Signature

Date \_\_\_\_\_

**Progress Notes, Recommended Action and Results**

**PERFORMANCE FEEDBACK FOR MANAGERS**

- < Promotes, supports and focuses on the vision, mission, goals and objectives of the organization
- < Analyzes final impact of a decision on the total organization
- < Sets priorities to meet organizational goals
- < Encourages cooperation, communication and coordination within the agency, other agencies and the public
- < Demonstrates sensitivity to public attitudes and concerns

Additional space is provided on the back for advice and comments. Initial and date each entry.

**Advice and Comments by Supervisor and Managerial Employee:**

## PERFORMANCE FEEDBACK FOR MANAGERS

- < Selects, organizes and presents information effectively
- < Adapts communication to diverse audiences
- < Presents new ideas effectively and gains the support of others
- < Establishes and maintains effective communication with internal and external customers
- < Shares appropriate information internally and externally
- < Listens to others and responds with appropriate, clear and specific feedback
- < Facilitates teamwork through open and honest communication
- < Demonstrates a willingness to negotiate and seek consensus
- < Focuses on the situation, issue or behavior rather than the person
- < Encourages and recognizes the contributions of others

Additional space is provided on the back for advice and comments. Initial and date each entry.

**Advice and Comments by Supervisor and Managerial Employee:**



## PERFORMANCE FEEDBACK FOR MANAGERS

- < Demonstrates initiative, persistence and courage in meeting organizational goals
- < Exhibits integrity and honesty
- < Is dependable and loyal
- < Promotes teamwork, trust and a cooperative work environment
- < Views the success of the organization and team as more important than individual needs and desires
- < Empowers employees by delegating responsibility and authority to lowest level possible
- < Resolves differences and seeks win/win outcomes
- < Demonstrates sensitivity to individual differences and promotes mutual respect of others
- < Contributes to the development, cohesion and productivity of the team
- < Accepts ownership of outcomes
- < Coaches and mentors
- < Leads by example
- < Provides opportunities for others to develop leadership skills

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**Advice and Comments by Supervisor and Managerial Employee:**

## PERFORMANCE FEEDBACK FOR MANAGERS

- < Sets clear and reasonable goals and objectives based on the vision and mission of the organization and develops effective strategies and plans to meet those goals and objectives
- < Demonstrates the courage to take action when outcomes are uncertain
- < Accepts responsibility for decisions
- < Involves employees in problem solving and decision making
- < Ensures that work products and services consistently meet the needs and expectations of internal and external customers
- < Uses customer satisfaction as a key measure for quality
- < Uses appropriate problem solving methods to improve processes
- < Anticipates problems and develops effective strategies to prevent or overcome them
- < Identifies and removes barriers to continuous improvement
- < Is well organized and uses time productively
- < Identifies and provides appropriate resources

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**Advice and Comments by Supervisor and Managerial Employee:**

## PERFORMANCE FEEDBACK FOR MANAGERS

- < Manages effectively and objectively in a diverse work environment
- < Provides growth and development opportunities to employees through a combination of work assignments, in-service training and outside developmental programs and experiences
- < Rewards and recognizes individual and team successes
- < Provides timely information on performance indicators and gives frequent feedback
- < Acts forthrightly in response to unacceptable behavior or performance
- < Promotes employee safety and wellness
- < Selects employees who demonstrate a willingness to accept responsibility and desire personal growth
- < Promotes cultural diversity in the workplace

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**Advice and Comments by Supervisor and Managerial Employee:**

## PERFORMANCE FEEDBACK FOR MANAGERS

- < Effectively introduces and operationalizes new methods, procedures and organizational relationships
- < Identifies worthwhile ideas and generates a favorable climate for implementation
- < Understands and cultivates relationships with those who have a vested interest in the outcome
- < Uses creative and innovative thinking to contribute to organizational and individual objectives
- < Identifies, shares and is receptive to new ideas
- < Adapts to new situations
- < Helps others overcome resistance to change
- < Creates a supportive environment that reinforces continuous improvement, creative thinking and change

Additional space is provided on the back for advice and comments. Initial and date each entry.

**Advice and Comments by Supervisor and Managerial Employee:**



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